

DOI FACILITIES & ASSET MANAGEMENT CONFERENCE

Asset Prioritization Index (API)

Enhancing the National Park Service Asset Management Program

Orlando, FL
May 4, 2004

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Booz | Allen | Hamilton

“We will ensure long-term stewardship by implementing enabling technology and business practices to manage the life-cycle of the asset.”

Overview

- ▶ Background on NPS Asset Management
- ▶ Background on Initial API
- ▶ Evaluation of the Initial API
- ▶ Revised Approach and Results



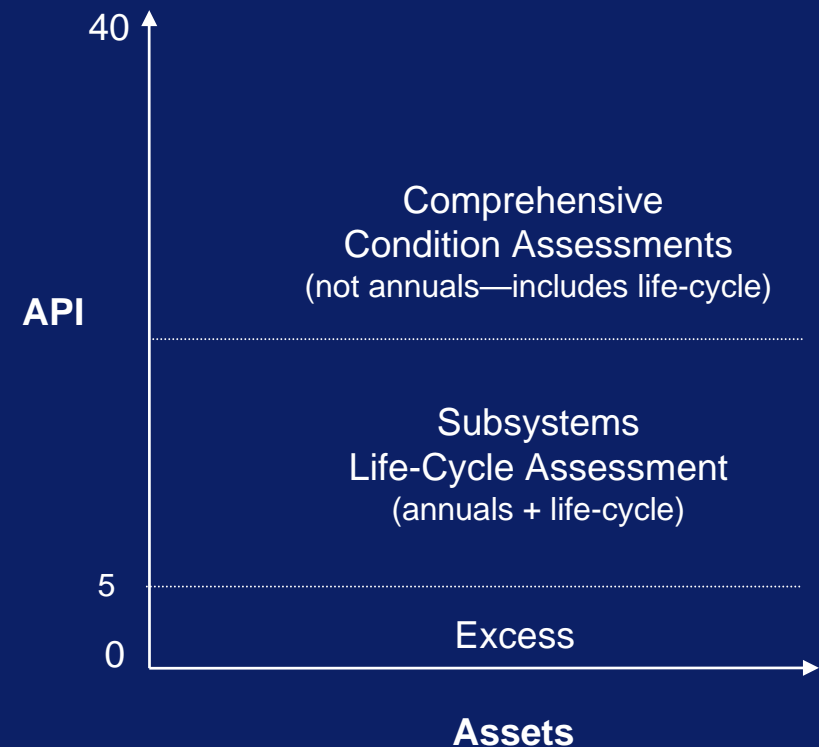
Park Service Background

- ▶ NPS composed of 387 park areas
- ▶ Communication and decision making difficulties because of size and geography
- ▶ Priority setting and budget decision making decentralized
- ▶ Influence of local interests often influenced business decisions for assets
- ▶ Result: Organization where strategic decision making and priority setting was inconsistent with assets



API First Established in 2001

- ▶ Excess assets versus condition assessment
- ▶ Comprehensive versus Life-Cycle assessments



Initial API Criteria and Worksheet

- ▶ Importance to park mission
 - Yes/no (6)
- ▶ Other assets/methods to satisfy function
 - Yes/no (4)
- ▶ Type of use
 - Public (5)
 - Administrative (3)
 - Housing (1)
- ▶ Mandated Asset
 - Yes/no (6)
- ▶ Additional Considerations
 - Impact to resources (6)
 - Historic (6)
 - Politically sensitive (3)



Asset Priority Index Worksheet
(To be completed for each asset)

Date: _____
 Asset description: _____
 Park Assigned Identification Number _____
 FMSS ID NO. _____
 Park Interdisciplinary Team (List names and position titles) _____

DETERMINE THE CURRENT STATUS OF THE ASSET (CHECK ONE):

☐ Operational
 ☐ Operational/Obsolete
 ☐ Under Construction (new)
 ☐ Excess
 ☐ Planned

Please answer the following questions if you checked Operational, Operational/Obsolete or Under Construction. If you checked Excess or Planned go to the bottom of the page and enter zero for Total Point Value.

Is the function of the asset important to the park mission? (CHECK ONE)

☐ Yes (6 points)
 ☐ No (0 point) (If you checked YES please answer the following question. If you checked NO please skip the following question)

Can the function be accomplished through other assets or other methods? (CHECK ONE)

☐ Yes (0 points)
 ☐ No (4 points)

Type of use (CHECK ALL THAT APPLY)

☐ Primary Public Use (5 points)
 ☐ Administrative Use (3 points)
 ☐ Housing (1 point)

Mandated Asset (CHECK ONE)

☐ Mandated Asset (6 points)
 ☐ Asset Not Mandated (0 points)
(Required by agreement. ie. National Historic Landmark, concessions contract, water system, waste water treatment facility etc)

Additional Considerations (CHECK ALL THAT APPLY)

☐ Reduces negative impacts to the resource (6 points)
(ie. extreme erosion, disturbance of protected resource or species, loss of historic structure)
☐ Historic structures, cultural landscapes, etc. (6 points)
☐ Politically Sensitive (3 points)
Level of sensitivity (Congress, OMB, DOI, Director, Regional Director, etc)
☐ No other issues (0 points)

TOTAL POINT VALUE - ASSET PRIORITY INDEX (API) _____

Evaluating the Initial API

- ▶ Initial API served as a good “first step” for asset prioritization within NPS
- ▶ Evaluation from variety of sources indicated improvements were needed...
 - Independent Validation and Verification (IV&V)
 - Feedback received from field in training programs
 - Feedback to Washington (WASO) from park management teams



Summary of Feedback on API Process

- ▶ API goals not clearly understood
- ▶ API perceived as a “facility management” tool

Summary of Feedback on API Worksheet

- ▶ API scoring inconsistent due to subjective, open-ended questions
- ▶ Clear descriptions (examples) were not available
- ▶ Worksheet allowed double or triple counting for one aspect of certain assets
- ▶ Granularity in rating scale did not exist
 - High, Medium, Low rating values absent
- ▶ Criteria did not balance NPS priorities, mission, resource issues, visitor experience and other factors

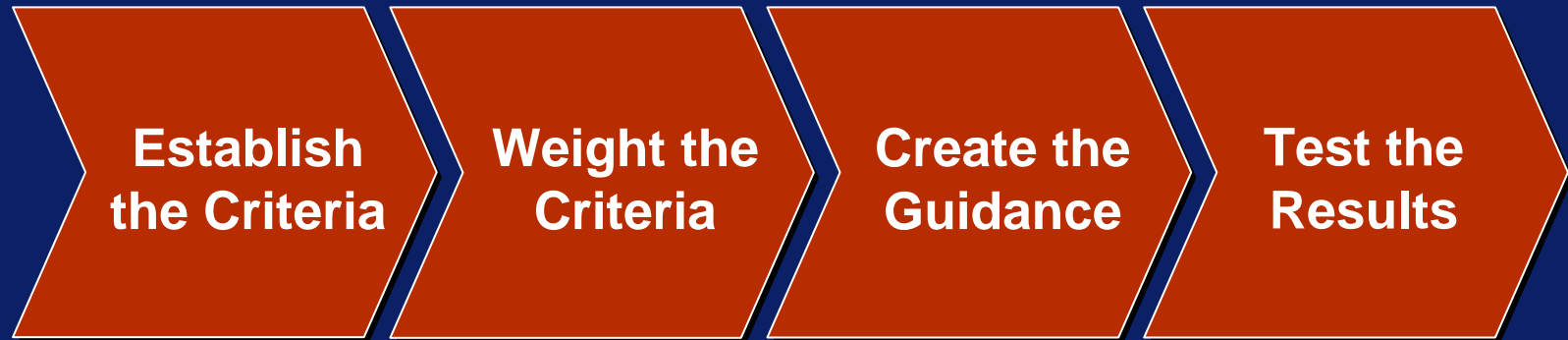


API Revision Team

- ▶ NPS PFMD management
- ▶ Booz Allen Hamilton
- ▶ Eppley Institute for Parks and Public Lands, Indiana University
- ▶ NPS park unit representatives with FM experience
- ▶ Subject Matter Experts in cultural, natural resource management and interpretation from within the NPS



API Revision Process



Key Activities

Develop framework, potential criteria

Select quantifiable proxies for criteria scoring

Assign weights to dimensions

Assign weights to individual criteria

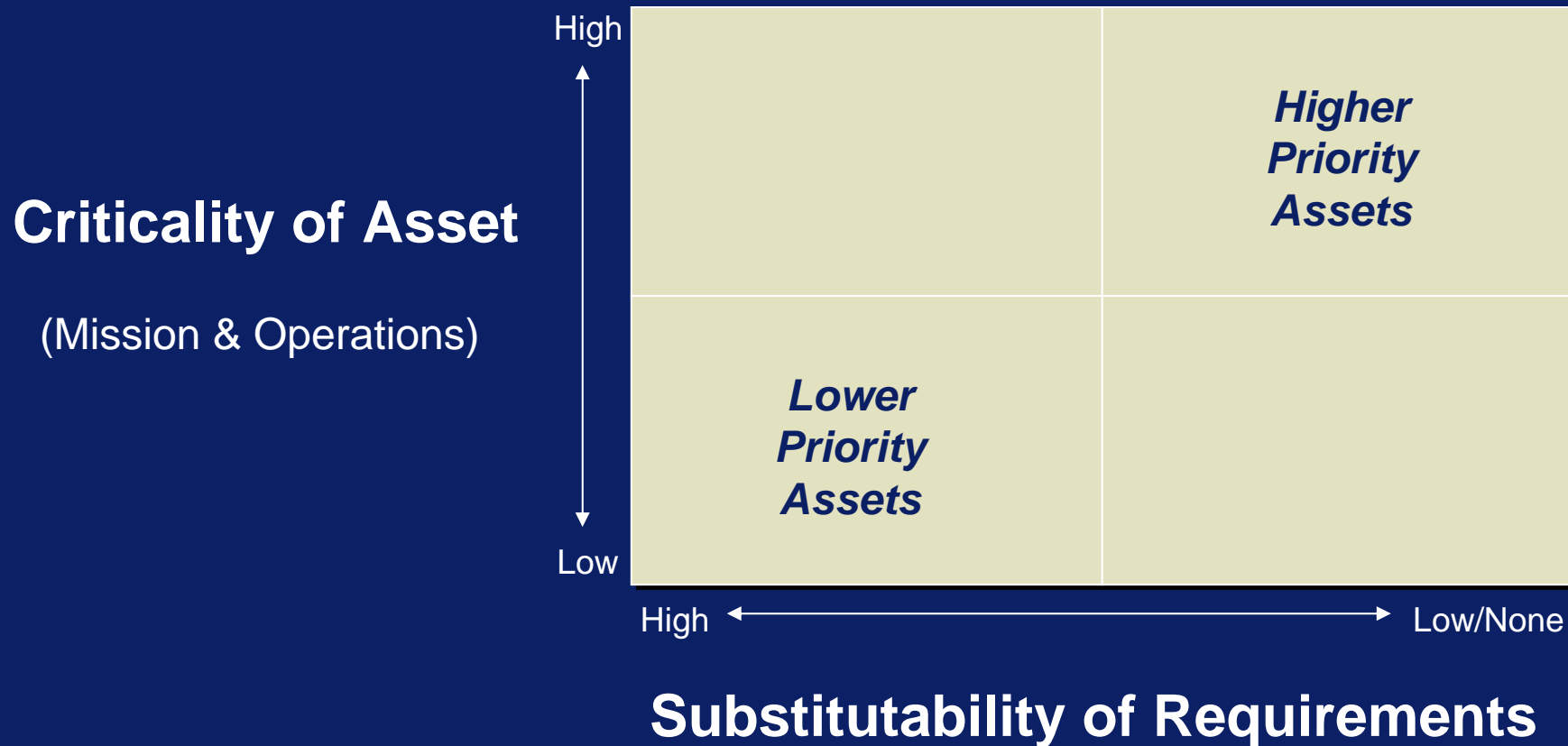
Create guidance on using scale and scoring assets

Identify quantifiable data sources

Analyze pilot results (27 park units and more than 560 assets)

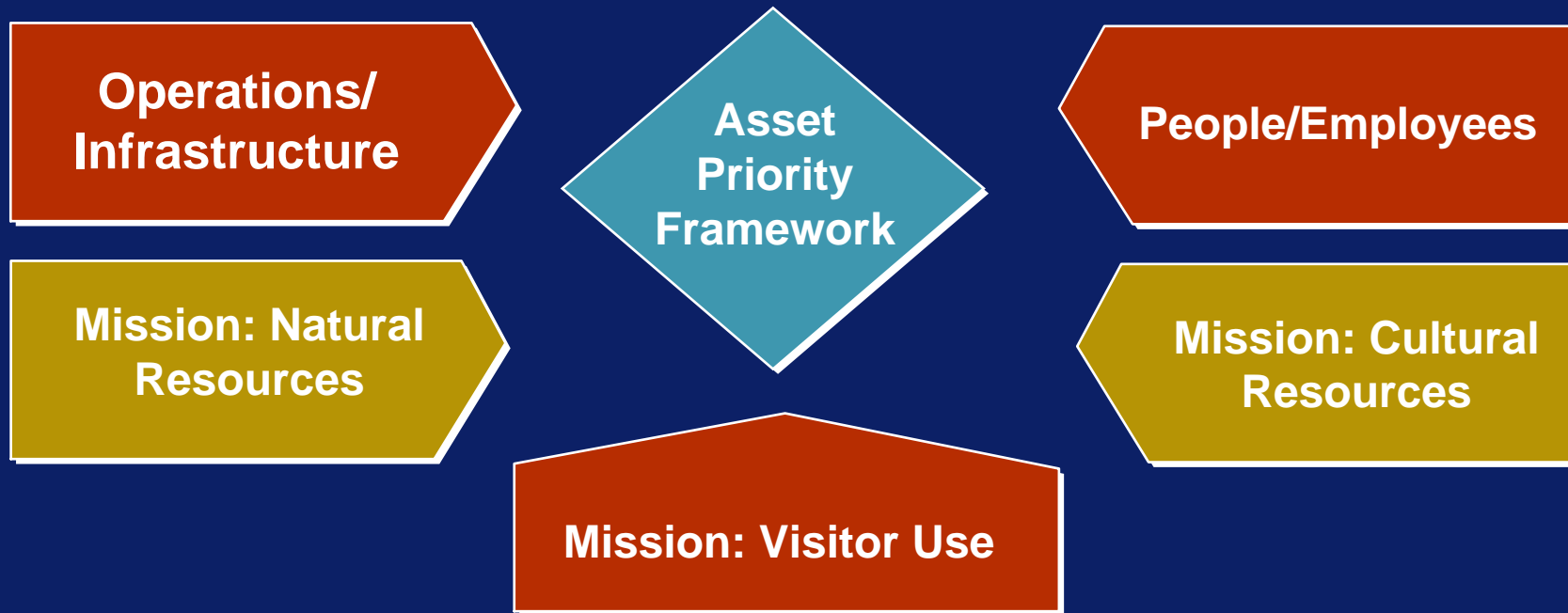


API Revision Framework – Two Dimensions



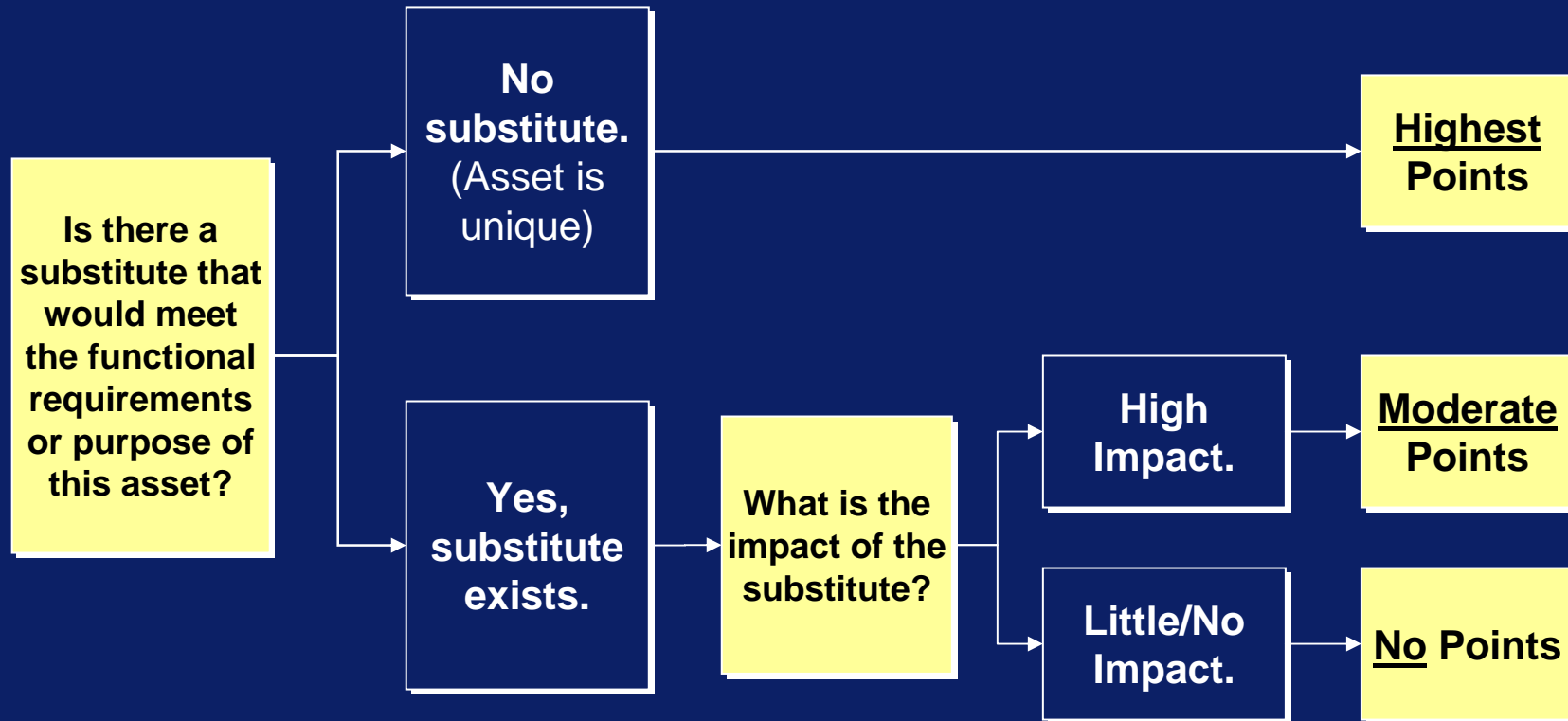
Source: Asset substitutability concepts from "Performance Portfolio Management, CoreNet Global leading issues seminar, Chicago 2002"

Criticality- “Balanced Scorecard” Approach



Source: Framework adapted from “The Balanced Scorecard: Translating Strategy into Action,” Robert S. Kaplan, David P. Norton, 1996 Harvard Business School Press

Substitutability - Alternatives Analysis

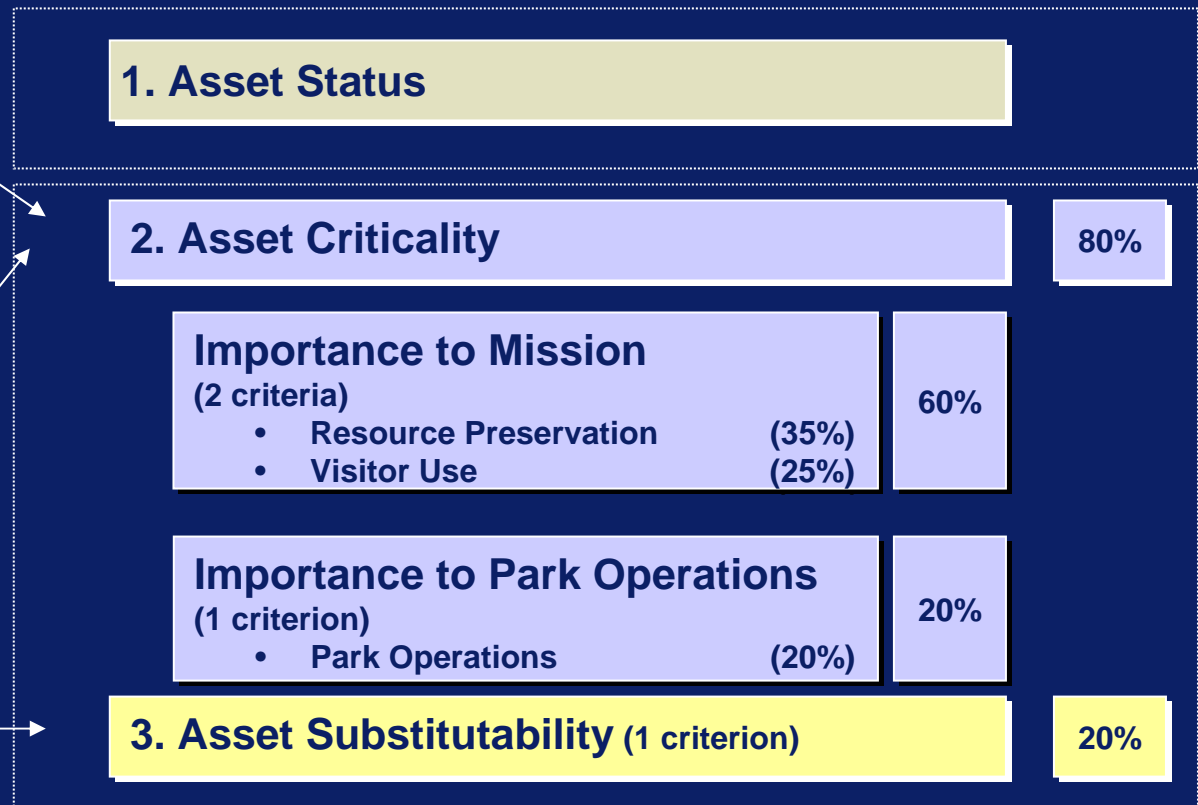


Revised API Criteria Worksheet

Balanced Measures



Revised API Worksheet



Benefits of “Balanced” Criteria Approach

- ▶ Linking to mission means everyone understands asset priorities better...
- ▶ Balanced measures allow for often competing elements of core mission (e.g., resource preservation vs. visitor use)

The API address one of the “Critical Issues for Implementing a Long-Term Capital Asset Management Program,” that is, to clarify the message about asset priorities and their overall relevance to the organization mission ⁽¹⁾



(1) From NPS Program/Asset Management: Long Term View, August 2002

Web-based API Worksheet

API goes one step further in helping the parks better score their assets, including:

- Better description
- Clearer definitions
- Examples

Home Incomplete Completed Approved Reports Logout

Question 1 - Asset Status for Main Park Road

1 Go Back 5 Save and Continue -> Skip Question

-- [Introduction](#)

1) ☐ Asset Status

2) ☒ Resource Preservation

6 ☒ a) [Natural](#)

☒ b) [Cultural](#)

3) ☐ Visitor Use

4) ☐ Park Operations

5) ☐ Asset Substitutability

[Asset Adversely Impacts the Park Resources?](#) No

[Click Here to Apply Worksheet Answers from Another Asset's Completed API](#)

4 Enter Comments Below:

3 ☐ [Operational](#)

- Asset is occupied and used in support of the park mission and operations, or asset is not operational but supports the park mission and operations as a "maintained asset."

2 ☐ [Operational / Obsolete](#)

- Asset that is operational (see definition under 'Operational' Pulldown Option) and obsolete/functionally deficient for any reason, including:
 - Asset is undersized for its current use (does not meet functional demands/requirements.)
 - Asset does not meet applicable codes and regulations.

☐ [Planned](#)

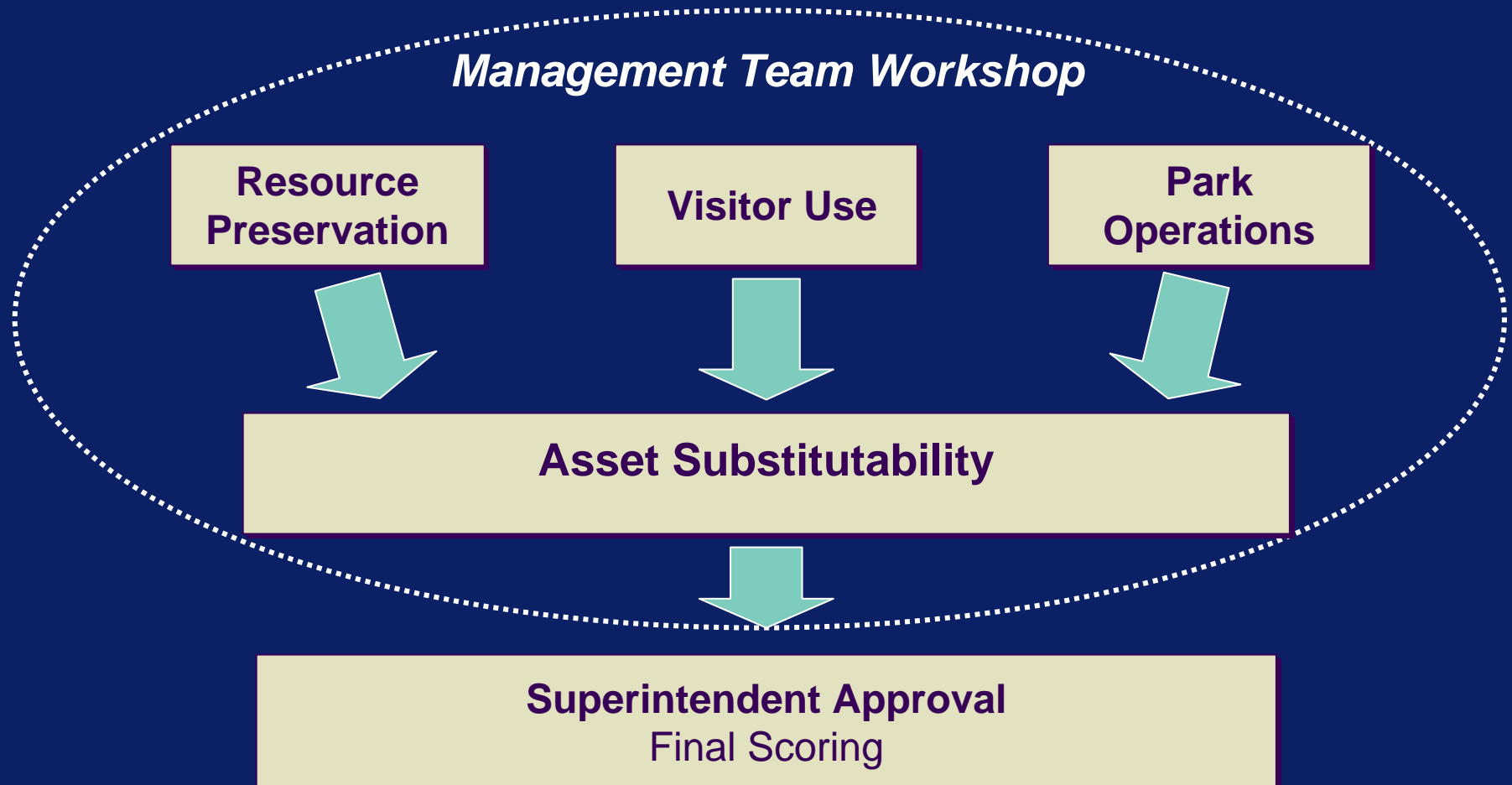
- Asset that is planned or under construction, from initial planning stages until the new asset has been accepted by NPS (at which time the asset becomes operational.)

☐ [Excess](#)

- Asset does not meet the park's mission or is not required for operations (although it may be convenient to use.)



New Process to Involve Park Management



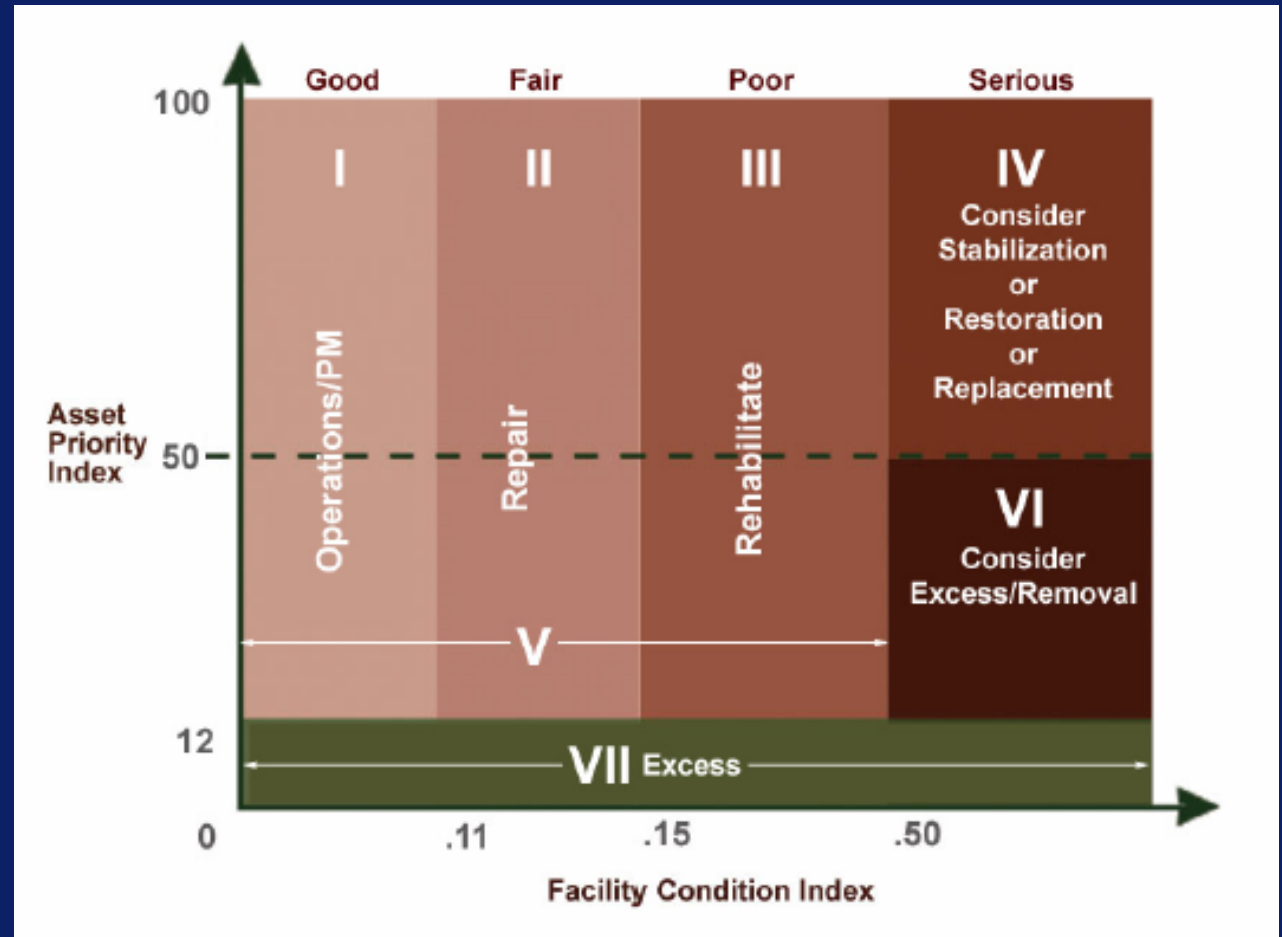
Lessons Learned

- ▶ Balance between a desired quick roll-out of new API and ensuring product is a significant improvement
- ▶ Include SMEs in the process to create buy-in
- ▶ Provide adequate background and translate “asset management” for SMEs
- ▶ Conduct a pilot and choose the right mix of pilot sites
- ▶ Enlist the support of field experts – they are invaluable



The Next Step

- ▶ Prioritizing recapitalization requirements
- ▶ Portfolio decision-making (e.g., disposal)



Summary

- ▶ Creates ownership of asset management decision-making outside of Facility Management Division
- ▶ Aligns asset priorities with strategic goals of the NPS
- ▶ Provides data-driven, objective metrics (API vs. FCI)
- ▶ Enables process enhancements via web-based tool

